

### **C) Customer Communications Plan**

Unitil is planning an extensive customer communications program that is designed to assure that all appropriate customer communication procedures have been planned and implemented to support a seamless and effective transition of Northern's customers to Unitil.

The Customer Communications plan will meet the following specific set of objectives:

- (1) Northern and Unitil employees, customers and communities are reasonably informed about the transaction, what to expect from Unitil and how to communicate with Unitil.
- (2) Northern customers have been provided detailed information regarding the changes occurring as a result of the transaction, specifically all customer contact information including emergency and non-emergency telephone numbers, mailing addresses and web access information.
- (3) All signs, stickers or materials with incorrect information are identified and replaced within a reasonable period of time.
- (4) Procedures are in place for re-directing misplaced calls made by customers before and after the transaction.

Significant progress has been made over the past two months and the key elements of the Customer Communications Plan are ready for implementation. The plan includes communication through bill inserts prior to the transaction close followed by an extensive notification process.

The Customer Communications Plan reflects the fact that customer service functions will continue to be provided by NiSource until such time as the CIS and all customer service functions (e.g., billing and collection and call center functions) are cutover to Unitil. Customer impacts during this period should be minimal and new Northern phone numbers will be active and extensively promoted. Prior to the expected cutover to Unitil's CIS in the first quarter of 2009, additional notifications including information about new bill payment

options and other features of the Unitil Interactive Voice Response (“IVR”), billing and online systems will begin.

These customer communications will deliver a consistent set of messages about Unitil, the integration and transition processes, and how to communicate with Unitil regarding any aspect of customer service. These messages are as follows:

- (1) Unitil is a gas and electric distribution company headquartered in Hampton, NH.

After the completion of the transaction, Unitil will be operating gas distribution systems in Massachusetts, New Hampshire and Maine and electric distribution systems in Massachusetts and New Hampshire.

- (2) The employees of Northern are being retained in the transaction and the products, services, rates and operations for natural gas customers in New Hampshire and Maine will be unchanged as a result of the transaction.

- (3) Safety is our number one priority – in the event of any emergency involving gas service, including someone smelling gas, they should call immediately: 866-900-4115 in NH and 866-900-4460 in ME.

- (4) For all other customer questions, including rates, credit, billing, metering, energy efficiency, products and services, requests for service appointments and all other customer service matters, customers should call: 866-933-3820 in NH, and 866-933-3821 in ME. Prior to the effective date of the CIS cut-over, the above calls will be routed to the appropriate NiSource personnel. As of the effective date, these calls will be routed to Unitil’s call center.

- (5) Unitil’s call center includes an IVR system that provides automated, 24-hour customer services. The same services and a broad array of information is also available online at [www.unitil.com](http://www.unitil.com).

The Go Live Plan for customer communications is included on the following table:

## **Customer Communications - Action Plan**

<b>Action</b>	<b>Deadline*</b>	<b>Status</b>	<b>Outcome</b>
<b>PRELIMINARY MATTERS</b>			
Determine name	July 1	Complete	Naming convention adopted – guideline prepared.
Determine whether new toll free phone numbers are required – acquire if needed.	July 1	Complete	New emergency and non-emergency #'s are required and they are secured and assigned.
<b>CUSTOMER MATERIALS</b>			
Preliminary announcement to Northern customers	August	Complete	Bill inserts sent with August billing.
New Telephone numbers changed on Customer Bills	December 1	Planned	NiSource will change customer contact numbers on all customer bills. Numbers will point to the appropriate NiSource queues until the CIS cutover.
Targeted e-mail to Northern's web Direct-Link customers.	December and January	Planned	Unitil will draft the text for an e-mail to be sent by NiSource to all Direct-Link customers with information regarding necessary changes due to the transition.
October 2008 "Gas Lines" newsletter	November	Planned / Printed	NiSource and Unitil will publish newsletter/ insert for Northern customers providing key information about the transition.
Transition Bill Messages	November/ December	Planned	Bill messages to Northern customers in, November and December will include key required transition information.
Communications to third party marketers.	December	Planned	Notice to all suppliers regarding the CIS down period (estimated 4 days) and appropriate cut-off period for them to make customer changes in the automated web system.
Special notice (via web, IVR and other systems) regarding CIS transition period	December 31	Planned	Notices will be posted regarding the CIS transition period of December 31 to January 5. Notice will inform customers that posting of payments or account changes will be postponed until after January 5.
Unitil customer newsletter	December and January	Planned	Bill insert to all Northern customers in December and again in January highlighting all information they will need.
2009 Quarterly Unitil customer newsletter	Jan/ Apr/ Jul/ Oct	Planned	Newsletter specifically for NH and ME gas customers

	2009		
Bill Messages	Monthly 2009	Planned	Regulatory, rates, safety, and other gas-related messages monthly as needed in the form of bill messages
<b>SIGNAGE</b>			
Change company signs	Late Nov	Planned	New signage will be installed.
Change truck decals	Late Nov	Planned	Truck decals will be replaced.
Change-out all other markers & signage in field	Begin December	Planned	All other markers will be replaced – this will be completed across the system after the construction season, when staff is available.
<b>GENERAL INFORMATION</b>			
Yellow/white pages updates	Begin Jul 1	In Process	Dates vary – complete update will take a full year.
Change letterheads / logos	Begin at Closing	Planned	
Change out collateral materials	Begin at Closing	Planned	Change out all collateral materials (written or other items) where telephone numbers, name, logo, website, etc., are indicated.
Public School literature fulfillment program	Begin at Closing	Planned	Teachers in service territory communities will be sent letters and offered free educational materials.
<b>SAFETY</b>			
Media campaign	Jan 2009	Planned	Regular radio spots and newspaper ads on gas safety will commence.
Municipal emergency responders	Begin after all regulatory approvals	Planned	Direct mail with information including direct phone lines will be sent.
Municipal emergency responders meetings	January	Planned	January meetings will be scheduled to review emergency procedures.
<b>MEDIA and GENERAL</b>			
Media advertising	Begin December 1	Planned	Plan will include multiple ads in key media designed to reinforce messages included in customer bills.
Press Releases	Began Feb 19. Continue as needed.	Ongoing	Press releases will be issued as needed regarding the proposed transaction and associated proceedings. Releases are anticipated for receipt of regulatory approvals (~Oct 1) and for closing of the transaction (~Nov 1).
Stakeholder email updates	Began Feb 19. As needed	Ongoing	Email updates will be sent to key state and community leaders leading up to the transaction – approximately once per

			month.
<b>OTHER</b>			
Web Notification	October/ November	Planned	NiSource will post appropriate notices on the Northern website regarding the transaction.
Web Transition	January 5	Planned	Effective with the CIS cutover, the Northern website will be redirected to <a href="http://www.unitil.com">www.unitil.com</a> , and the expanded Unitil web site (with two new environments - ME Gas / NH Gas - as well as all functionality) will go live.
IVR Notification	November/ December	Planned	NiSource will post appropriate notices on their IVR regarding the transaction
IVR Transition	January 5	Planned	Unitil IVR with updated scripting and two new environments to accommodate NH and ME gas customers will go live.
Workforce Management & Training	Begin June 16.	Ongoing	Have hired 10 CS trainees to fill 8 permanent positions (an anticipated 20% attrition rate). Dedicated comprehensive training began on 6/16 and will continue until implementation. This also includes training existing Unitil employees on Northern information and procedures.
Implement procedures for handling misdirected calls	November/ December	Planned	Provide written procedures and phone numbers to all Unitil and NiSource CS personnel regarding the handling of mis-directed calls, and set-up process for ongoing review and resolution by Unitil and NiSource management.
<b>INTERNAL COMMUNICATIONS</b>			
Update Northern employees	Begin Feb 19. Continue as needed.	Ongoing	Update Northern employees on the status of the transaction and transition via regular all-employee meetings, circulation of Tuesday's News (Unitil's bi-weekly employee newsletter), and in the context of transition team interactions.

\* - The schedule is premised on regulatory approval by early October and a timetable for closing on the transaction in mid to late November with a planned cut-over of customer service systems at the beginning of January. The schedule will be modified to accommodate changes in any of these dates.